PUBLIC SERVICE. PUBLIC FOCUS.

2011 PUBLIC SERVICE ANNUAL REPORT

GOVERNMENT OF THE NORTHWEST TERRITORIES

Northwest Territories Human Resources

THE HONOURABLE JACKIE JACOBSON
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the 2011 calendar year on the management and direction of the Public Service in the Northwest Territories in accordance with the *Public Service Act*.

The Honourable Glen Abernethy
Minister of Human Resources

National Library of Canada Cataloguing in Publication Data
Government of the Northwest Territories—Department of Human Resources

Public Service Annual Report - 2011
Annual.
ISSN# 1202-6646

If you have any comments about this report, please contact:

Deputy Minister
Department of Human Resources
Government of the Northwest Territories
P.O. Box 1320
Yellowknife NT
X1A 2L9
(867) 873-7187

The primary source for statistics in this report is the Human Resource Information System (HRIS) to December 31, 2011, and reflects the data at the time of reporting. Any retroactive staffing action taken after the data have been collected may not appear in the data presented. "Employee" means someone on payroll occupying an active position, including those on paid or unpaid leave such as maternity, parental, personal, education, disability, or retirement.

Employee data are based on indeterminate (regular) and term (temporary) employees occupying an established position and does not include casual (hourly) workers unless otherwise indicated. Employees are included in the following employee groups: Deputy Ministers, Senior Management, Excluded, NWT Teachers' Association and the Union of Northern Workers.

The Workers' Safety and Compensation Commission and the Northwest Territories Power Corporation, as independent agencies, produce their own annual reports and therefore information on these agencies is not included in this report.

This report is available at the following website:

http://www.hr.gov.nt.ca/library/

For more information on the GNWT and the Department of Human Resources, please visit:

http://www.gov.nt.ca
http://www.hr.gov.nt.ca/

TABLE OF CONTENTS

Message from the Minister 6

Purpose of the Public Service 7

Highlights of the Year 9
- Royal Visit
- Pro-rated Leave
- GNWT Employee Orientation
- GNWT Employee Engagement and Satisfaction Survey
- Harassment Free and Workplace Policy
- Duty to Accommodate Policy
- Premier's Awards

Current Environment 13
- Governance
- Demographics
- Economy
- Devolution

Strategic Context 15
- Stabilize Service Delivery
- Attraction and Recruitment
- Engagement and Retention
- Learning and Development
- Success and Succession

Development of the Public Service 25

Composition of the Public Service 27

Human Resource Costs 29

Identifying Critical Positions for Workforce and Succession Planning by Occupational Category 31

Recruitment and Retention 33

Affirmative Action 34

Statistical Tables 36

Definitions and Notes 45

Department of Human Resources 46

MESSAGE FROM THE MINISTER

As Minister of Human Resources, I am pleased to present the 2011 Public Service Annual Report. This report provides information on the management and direction of the public service in the Northwest Territories (NWT) and has been prepared in accordance with the *Public Service Act*.

"Believing in People and Building on the Strengths of Northerners" outlines the vision, goals and priorities for action for the 17th Legislative Assembly. Our employees are supported in their work to implement this vision through *20/20: A Brilliant North - NWT Public Service Strategic Plan*. The initiatives carried out under this Plan ensure that managers and staff have the necessary resources and tools to carry out their work, develop their careers, and ensure northerners get the best possible service from the GNWT.

This report outlines a number of highlights regarding the management of the NWT public service during 2011. These include the establishment of two new policies – the Duty to Accommodate Policy and the Harassment Free and Respectful Workplace Policy – which contribute to a productive and positive workplace. Developing the skills of the public service continues to be a focus, with the establishment of the Associate Director/Superintendent Program, which supports the advancement of Aboriginal employees in senior management positions within the GNWT, as well as leadership development for emerging, middle and senior managers. Another key focus in 2011 was a business transformation initiative to improve quality and consistency of the human resource services being provided to client departments and agencies.

Believing in People and Building on the Strengths of Northerners

The signing of the agreement in principle for the devolution of public lands and resources from the Government of Canada to the GNWT in January of 2011 will have a significant impact on the GNWT public service in the future. The Department of Human Resources is pleased to be leading the GNWT's human resources work on this initiative. Department staff are currently working with the rest of the GNWT's Devolution team and the federal government to set the groundwork to welcome affected federal employees to the GNWT. These staff will be coming to us with skills and knowledge, and will be instrumental in ensuring services to the public are not interrupted as a result of the transfer of programs.

The public service is the GNWT's most valuable resource - they are the people who deliver the government's programs and services to northerners. Each and every one of our employees is important in helping the government reach its goals, and it is their professionalism that ensures northerners have access to programs and services that develop healthy communities and help people reach their potential. I would like to recognize and thank the members of the GNWT public service for their hard work and professionalism in providing services to northerners. I look forward to continuing to work with you.

Glen Abernethy
Minister of Human Resources

PURPOSE OF THE PUBLIC SERVICE

Government of the Northwest Territories

The GNWT public service is responsible for the delivery of GNWT services to the people of the NWT, including health care, corrections, housing, education, income support services, renewable resource management, environmental protection, fire management, land and property, airports and highways. The mission and vision of the public service of the GNWT, as defined in *20/20: A Brilliant North* are as follows:

Mission
To provide excellent service to the people of the Northwest Territories

Vision
Excellence, innovation and commitment are the touchstones of our service to the public

Department of Human Resources

Mission
Supporting excellence in the GNWT public service through the delivery of innovative, quality human resources.

Vision
Connecting with our clients to provide leadership and excellence in human resource management.

The Minister Responsible for the Public Service, who is also the Minister of Human Resources, is accountable for the management and direction of the public service in accordance with Section 3(1) of the *Public Service Act*. As such, the Department of Human Resources is tasked with providing the tools and resources to support this corporate goal for the GNWT.

The mandate of the Department of Human Resources is to provide leadership and direction to the public service in all areas of human resource management. Fulfilling this mandate involves the recruitment and retention of a competent public service that is representative of the people it serves, the development of programs and services that effectively serve the human resource needs of the public service, and the creation of a work environment that promotes employee development, safety and wellness, and that provides for positive labour/management relations.

In 2005, the GNWT supported the centralization of its human resource services into a comprehensive shared service model. Centralization supported the GNWT's need to improve the consistency and fairness of the staffing processes; to improve the quality of service being provided to existing staff; to improve human resource planning, and recruitment and retention strategies; and to increase efforts in achieving a representative public service.

The new service delivery model moved human resource services from separate departments/agencies into a consolidated Department of Human Resources mandated to provide leadership and direction to the GNWT and its boards and agencies in all areas of human resource management.

The consolidated model is intended to integrate, connect and leverage human resource services within the GNWT, as well as provide corporate oversight while remaining flexible enough to respond to the unique human resource needs of different departments, boards and agencies (the "clients"). Human resource management is implemented within the framework provided through relevant legislation and policies, including the *Public Service Act* and the Human Resources' Establishment Policy.

To this end, the management of human resources within the GNWT is a partnership.

The Department of Human Resources (DHR) recognizes and respects that clients have a lead role to play in:

1. Managing their staff – performance management, oversight of time and labour, developing and implementing human resource plans, managing talent, etc.;

2. Strategically managing their human resources, using value-added tools and supports from DHR, in actions such as recruitment and staffing, succession planning, etc.;

3. Managing their resources – fiscal authority and accountability rests with partners so DHR must provide quality service that does not adversely impact clients' fiscal position.

Clients recognize and respect that the Department of Human Resources has a lead role to play in:

1. Delivering core transactional services directly on behalf of the employer (GNWT);

2. Developing the tools and resources that support clients in managing their staff;

3. Adding strategic value to human resource management and supporting a corporate approach across the GNWT;

4. Regularly reporting and monitoring service levels.

HIGHLIGHTS OF THE YEAR

Royal Visit

The official welcoming of the Duke and Duchess of Cambridge to the Northwest Territories took place on July 5th, 2011 at the Somba K'e Civic Plaza in Yellowknife. The NWT portion of the 2011 Royal Tour highlighted the NWT's diversity, Aboriginal heritage, unique culture, consensus style of government and natural beauty. GNWT employees were encouraged to participate in the event and warmly welcomed the Duke and Duchess on their first royal visit to the NWT.

Volunteers from the GNWT, RCMP and the Federal Government made up the Northwest Territories 2011 Royal Visit Team. The team received a Premier's Award of Excellence for its work.

Pro-rated Leave

Pro-rated leave for GNWT staff came into effect on April 1, 2011.

Employees now earn sick, special and vacation leave entitlements based on the number of regular hours they work, and on the hours of paid leave that they use. Pro-rated leave applies to all GNWT employees, with the exception of college instructors for vacation leave, physicians, teachers and relief workers. Pro-rated sick and special leave applies to college instructors and school year employees, as well as all other employee types (indeterminate, term, casual, seasonal).

The change in the way leave is calculated was agreed to during the 2009 round of collective bargaining with the Union of Northern Workers for implementation in 2011. It is intended to address inequities in how certain types of leave are calculated for employees working irregular schedules or working on an "as and when" casual basis. This has been a positive step in treating all employees consistently.

GNWT Employee Orientation Sessions

A new GNWT orientation program is now being offered to new and existing employees.

The purpose of this comprehensive program is to welcome employees, to help them understand their role within the broader work environment of the GNWT and to provide tools and activities to help ease employees into their new work environment. The program includes information on programs and services, Human Resource programs, the organization and the corporate culture.

2011 Employee Engagement and Satisfaction Survey

In order to gauge public service corporate culture, the Department of Human Resources conducts an employee engagement and satisfaction survey every year.

The survey uses a set of questions common to most jurisdictions in Canada.

This enables the Department to compare scores with other public services in Canada. The Interjurisdictional Agreement Score (IAS) is the average score of

results provided by participants in nine provinces and three territories.

Of the 19 questions, the GNWT scored above the IAS on 18 of the 19 questions. The most significant and notable improvement is that GNWT employees indicated that they would rather stay with the public service than not, scoring higher than 56.6% in 2010 to 58.6% in 2011.

Over 48% of all eligible GNWT employees completed the survey – up from just over 46% in 2010. This is the third consecutive survey in which the response rate has increased.

Survey results show GNWT strengths include:

- Providing interesting and challenging work
- Providing work that is a good fit with skills and interests
- Positive working relationships with co-workers.

Survey results showing areas for GNWT improvement include:

- Opportunities for career advancement
- Opportunities for work-related learning and development
- Confidence in senior management
- Effective communication of senior management
- Adequate reward programs to recognize individual and team efforts.

Initiatives identified under *20/20: A Brilliant North, the NWT Public Service Strategic Plan* address these areas to ensure an engaged and satisfied public service.

The GNWT Employee Engagement Score is approximately 2% higher than the national average.

Harassment Free and Respectful Workplace Policy

The new Harassment Free and Respectful Workplace Policy was approved in August of 2011.

Included in the new Policy are definitions of personal harassment, a formal method for resolution of complaints and increased emphasis on early intervention by communicating and working to finding solutions. The Policy also comes with A Guide to Applying the Harassment Free and Respectful Workplace Policy, which will aid managers and employees through the complaint resolution process.

The Harassment Free and Respectful Workplace Policy replaces the Workplace Conflict Resolution Policy.

Duty to Accommodate Injury and Disability Policy

In ensuring that our employees are able to return to work by eliminating disadvantages they may experience after injury or medical conditions, the GNWT has taken the necessary steps needed to aid staff by implementing the Duty to Accommodate Policy. The Duty to Accommodate Policy, approved in August of 2011, clarifies the roles and responsibilities involved in the accommodation process giving employees, the Unions and the GNWT the opportunity to work together to identify and implement reasonable accommodation measures.

THE PREMIER'S AWARD

The GNWT is committed to honoring and encouraging individuals and teams who contribute through their efforts and actions to the success of the public service. Each year employees are recognized through the following awards:

- The Premier's Award for Excellence recognizes the outstanding achievements of individual GNWT employees or teams of GNWT employees who continue to strive for excellence, best practice management and improvements in the workplace.
- The Premier's Award for Collaboration recognizes the outstanding achievement of GNWT employees in teams who work in partnership with other government and non-government employees to improve services to Northwest Territories' residents.
- The Dave Ramsden Career Excellence Award recognizes a long term public servant who has demonstrated through a combination of qualities and exceptional skills, either at a department or public service level, commitment to the public service.

Individual Recipient Award

Mr. Benoit Boutin

Dave Ramsden Career Excellence Award

Mr. Sukhi Cheema

Premier's Award for Excellence (Team)

Technical Support Services Group, Public Works & Services

Mr. Sukhdev Cheema
Mr. Richard Cracknell
Mr. William Wyness
Ms. Heather Hayne
Mr. John Dick
Mr. Kelvin Hawkins
Mr. Douglas McKie

Premier's Award for Excellence (Team)

Community Social Work Team, Fort Smith Health & Social Services Authority

Ms. Tracy MacPherson
Ms. May Tourangeau
Ms. Joanne Gauthier
Ms. Kristy Jones
Ms. Mary Bishop
Ms. Jylian MacLeod
Ms. Roxanne Wever

Premier's Collaboration Award

Mackenzie Gas Project National Energy Board (MGP NEB) Intervention Project Team, Industry, Tourism and Investment and partners

Ms. Deborah Archibald
Mr. James Fulford
Mr. Michael Joko
Mr. Roland Priddle
Mr. Wayne Taylor
Mr. Chris Sanderson
Mr. Keith Bergner
Dr. Robert Mansell

Premier's Collaboration Award Team Award Recipients

Tundra Ecosystem Research Station and Annual Science Camp team members:

Mr. Steven Matthews
Mr. David Livingstone
Ms. Teresa Joudrie
Ms. Brenda Hans
Ms. Tasha Stephenson
Ms. Stephanie Yuill
Mr. Thomas Andrews
Ms. Diane Baldwin
Mr. Michel Rabesca
Ms. Bernadette Rabesca
Ms. Dora Nitsiza

Premier's Collaboration Award Team Award Recipients

NWT Water Stewardship Strategy Team Environment and Natural Resources and partners

Ms. Meghan Beveridge
Ms. Jennifer Skelton
Ms. Aiyana Lajeunesse
Ms. Katarina Carthew
Mr. Mark Warren
Ms. Jane McMullen
Ms. Judy McLinton
Ms. Ella Stinson
Ms. Carole Mills
Mr. David Livingstone
Ms. Teresa Joudrie
Ms. Tricia Melander-Forde
Ms. Michele Culhane
Ms. Jennifer Dallman-Sanders
Mr. Sevn Bohnet
Mr. Joe Acorn
Ms. Mardy Semmler
Ms. Joline Huskey
Ms. Freda Taniton
Mr. Richard Binder
Mr. Tim Heron
Mr. Robert Sandford
Mr. Norman Snowshoe

Premier's Award for Excellence (Team)

Team Fire Science: SPARC, Environment and Natural Resources

Mr. Franco Nogarin
Ms. Vera Green

CURRENT ENVIRONMENT

In 2011, there were 32,100 people over the age of 15 living in the NWT. Of that number, 22,700 were active in the labour force.

According to the NWT Bureau of Statistics after a decline in 2008 and in 2009; 2011 employment rates increased. There were fewer males in the labour force in 2011 with more of them employed while female population stayed the same at 15,500 for the third year in a row. There were fewer Aboriginal persons in the labour force and less of them were employed. Those living in Yellowknife increased while those living in communities outside of Yellowknife decreased.[1]

For persons aged 45 and over, the employment rates increased slightly.

In 2011, the employment rate for all education levels went up to 71% from 67% in 2010. Interestingly, the number of high school graduates went down while those with some post-secondary and higher went up in numbers with persons holding a post-secondary certificate or diploma showing the greatest increase. This could be due to opportunities at northern education institutes such as Aurora College.

[1] NWT Bureau of Statistics

Governance

The Legislative Assembly of the Northwest Territories has 19 members and functions in much the same way as a provincial legislature, except there are no political parties. Operating under a consensus system, six Ministers and a Premier are elected by the Members of the Assembly to form the Executive Council, also called the Cabinet. There is also a Commissioner who fulfills a role similar to that of a Lieutenant Governor.

Several Aboriginal governments are currently negotiating lands, resources and self-government agreements. New systems of governance are emerging on the northern political landscape as agreements are finalized and implemented. There will be new regional and community systems of governance, some representing a combination of Aboriginal and public governments, with others being Aboriginal governments only.

Like other governments, the GNWT faces continuous change based on social, economic, political and fiscal realities. As well, the employer must manage a work environment that has 11 official languages (all but 2 are Aboriginal).

The 17th Legislative Assembly of the NWT was elected into office in October 2011. The 17th Assembly's focus on "Believing in People and Building on the Strengths of Northerners" through a vision of strong individuals, families and communities sharing the benefits and responsibilities of a unified, environmentally sustainable and prosperous NWT resonates throughout the public service.

Priorities to achieve this goal include focus on strengthening relationships with Aboriginal and other northern governments, negotiating and implementing a devolution final agreement, and increasing employment opportunities where they are needed.

The public service will respond to these priorities through continued focus on implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

Demographics: Our Aging Workforce

The Canadian population and specifically the public service is aging. As a result, there are a number of demographic issues being faced by the GNWT that impact human resource services. Given this, there is a strong need to plan for both the development of staff and the transfer of corporate knowledge between experienced staff and those newer to the organization. The aging of the general population will also change the demands on GNWT programs, which must be anticipated in the staffing mix.

In 2011, the number of GNWT employees aged 55 years or more, increased to 21% of the public service, from 16% in 2006.

Conversely, in 2011, the portion of GNWT employees under 30 rose from 11% in 2010 to 13% in 2011. Across Canada, this number grew slightly from 6.6% four years ago to 7.9% in 2010. By age distribution, in the GNWT, the age category with the largest number of employees continued to be those between 45-49 years of age, while in Canada it is those between 50-54 years of age.

Of greatest concern is the fact that over 40% of senior managers will be eligible for retirement in 5 years. In the NWT, on average, members of the public service retire at 61 years of age, after 18.3 years of service.

In the NWT, the number of employees eligible to retire in five years has been increasing with the combined rate of 21.5% per cent in 2009/10 from 18.2% four years ago. In Canada, employees eligible to retire in five years has also been increasing from 25.8%, five years ago to 26.4% in 2010/11.

Economy and Labour Force

Public administration and government is a major component of the NWT economy. In 2011 public administration accounted for 16 per cent of employment hours in the NWT, while health care, social services, and education represented another 14 per cent[1].

The GNWT is still facing significant challenges in competing with neighbouring jurisdictions and southern employers for knowledgeable, skilled staff. The recent cooling of the national and global economies has made it more difficult to attract individuals to the north. Individuals who may previously have considered a job north of sixty are now staying in the south where the cost of living may be less, where there is greater accessibility to services, and where they are closer to family. Nation-wide, there are severe labour shortages in some occupational groups.

[1] NWT Bureau of Statistics

STRATEGIC CONTEXT

Guided by the five key themes in the *NWT Public Service Strategic Plan*, work to develop the public service is enhanced.

Goal 1 – Fixing/Maintaining the Foundation

Business Transformation

There has been widespread recognition across the GNWT that a fundamental goal of *20/20* must be to stabilize the core transactional human resource services. To this end, a great deal of work was initiated and completed in 2011.

Administration and Refinement of Human Resource Transactions

An important factor in the retention of employees is ensuring that the core human resource services are administered in a timely and accurate manner. This includes payroll, leave and benefits administration, as well as the technical aspects of recruitment. As part of overall transformation efforts, the Department of Human Resources has focused on increasing the skills of human resource employees and making significant changes in the organizational structure, human resource processes and technology.

> *"Maintaining a firm foundation of excellent human resource management practices and services"*
>
> *(20/20: A Brilliant North NWT Public Service Strategic Plan)*

In 2010-11, work began on the development of Service Partnership Agreements between Department of Human Resources and client departments and agencies. The agreements will clarify specific service level standards, service level targets and the respective responsibilities of the Department of Human Resources and its clients. In 2011, the Department of Human Resources initiated discussions with the Department of Health and Social Services and the Health and Social Services Agencies on a one year pilot project for a Service Partnership Agreement .

Technology

The Department of Human Resources understands that in order to maintain a stable foundation for the future, leveraging new technology is paramount. A very important foundational component is to continually improve the use of the underlying technology (PeopleSoft Human Resource Information System) through utilization of the tools within the existing version of the system, and as well, forecast and plan for

upgrades and conversions that will enhance the system to derive maximum benefit for all employees.

As part of the GNWT's initiative to implement an automated and technologically current business structure, eRecruit, a talent acquisition application and tracking system, launched Phases 2 & 3 on April 1, 2011.

Those applying with the GNWT can now see the status of their applications, via notifications, as their resume flows through the recruiting process. Phase 2 and 3 modules also provide access for hiring managers to initiate staffing requests on-line, allow for on-line approvals, and the ability to view resumes during the screening process. eRecruit has streamlined the application process for applicants, and has provided a comprehensive job candidate application platform for GNWT departments and the Department of Human Resources.

The initial implementation of a shift scheduling software system for health services in the Northern and Southern Regions is complete. The new system addresses workforce issues such as ensuring adequate shift coverage, schedule duties to be performed in each shift and foresee and avoid overtime. The shift scheduling system will continue to be rolled out to health centres throughout the NWT. Cost benefit analysis based on current information indicates that new system will pay for itself within two years after full implementation is complete.

In addition, the Department of Human Resources continues to develop fully integrated technological tools to support both potential and current employees in all areas of the employment experience – attraction, recruitment, orientation, performance planning, rewards and recognition, training/learning, retention, talent management, succession planning and workforce planning.

The Department of Human Resources is preparing for the use of several additional modules in PeopleSoft over the next couple of years. Modules such as a Learning Management System, Health and Safety tracking systems and a Career and Succession Planning module to name just a few, will support "20/20: A Brilliant North."

Goal 2 - Engage: Magnetic Attraction

Recruitment

The GNWT continues to face challenges competing with neighbouring jurisdictions and southern employers for knowledgeable and skilled staff. Nation-wide, there are significant labour shortages in some occupational groups.

Issues that continue to be a challenge for both recruitment and retention include housing and isolation, as well as cost of living factors. These issues impact not only those individuals being recruited from outside the NWT, but also those contemplating a move between communities or returning from post-secondary education and deciding upon which community to work.

"Promoting and marketing the excellent benefits of working for the public service in the North"

(20/20: A Brilliant North NWT Public Service Strategic Plan)

Marketing the NWT

Promoting the benefits of the northern lifestyle and work environment in a balanced and accurate way is a key part of marketing the GNWT as an employer of choice. Incentives such as complex and challenging work, opportunities to become involved in decision-making and to make a difference, competitive compensation packages, work-life balance, easy access to outdoor recreation, and cross-cultural exposure are all positive recruitment factors.

Recruitment and attraction strategies are aligning with the GNWT's strengths as an employer, and these attributes are reinforced through targeted messaging. It has become increasingly important to ensure the GNWT is attracting the right individuals in order to reduce recruitment costs through increased retention rates. A stronger focus on retention will lead to a more stable and consistent workforce. The integration of marketing concepts into recruitment strategies is an innovation that the GNWT will continue to build upon.

Attracting potential employees to the North has always been a challenge and with that in mind, the Department of Industry, Tourism and Investment launched *Come Make Your Mark*, a national marketing campaign targeting Ontario, Quebec and the Atlantic Provinces. Since fall of 2011, the campaign has also reached prospective employees at universities across Canada.

To highlight the good work carried out by staff across the Government of the NWT, profile exciting opportunities within the GNWT, and to give northerners a chance to meet the people working on their behalf, the Department of Human Resources launched the *Meet our People* awareness campaign in 2011.

The campaign includes a new web page on the Department of Human Resources website, featuring photos and career profiles of a cross-section of GNWT staff. The profiled employees talk about how they started working for the GNWT, their career path, and why the GNWT is a great place to work. The campaign includes a cross-

section of staff doing a variety of jobs, located in different regions, who are at different points in their career. The profiles can be seen on the Department of Human Resources website.

Associate Director/ Superintendent Program

The GNWT is committed to increasing the representation of designated priority groups in the Affirmative Action Policy. An Associate Director/Superintendent Program was piloted in 2010/11 to support succession planning and increase opportunities for indigenous Aboriginal persons in senior management positions. After a review of the pilot, three two-year positions were established in 2011 through the Associate Director / Superintendent Program, with the goal of supporting the advancement of Aboriginal peoples within senior management.

Interns

Each year the GNWT employs interns for one-year terms in their chosen field of work. The interns must be northern residents and graduates of post-secondary institutions. This very successful program gives our graduates the opportunity to experience the public service. In 2011, the GNWT hired 31 interns.

Summer Students

The GNWT hires summer students across the North, giving many youth the opportunity to work for the public service for the first time. Many of the youth hired are college and university students who have come back to the North after studying in southern Canada. It is the hope of the GNWT that these students will someday become the next generation of public servants in the North. In 2011, the GNWT hired 286 students.

Public Service Capacity Across the NWT

Governments across the NWT face similar challenges in recruiting and retaining qualified staff. The GNWT is committed to building capacity at all levels of the public service in the Northwest Territories. To help reach this goal, the GNWT has agreed to enter into intergovernmental secondments between the GNWT and Aboriginal and community governments in the NWT.

A secondment is the temporary move of an employee from one organization to another. Staff from the GNWT can work for an Aboriginal or community government, and vice-versa, gaining knowledge about the opportunities and challenges facing these organizations. Employees with new perspectives and insight help all levels of government to be more relevant and effective in providing the best possible programs and services to northerners.

In 2011, the GNWT confirmed with all the Aboriginal and community governments its commitment to cooperation through secondments, and by assisting with job advertising. The GNWT advertises, upon request, Aboriginal and community government opportunities on the GNWT website to widen the potential recruitment pool.

Goal 3– Dazzle : Diverse Opportunities, Engagement & Retention

The GNWT recognizes that retention of employees in large part depends on sustaining a work environment that champions health and wellness, good relationships, and advances personal and corporate goals for environmental sustainability.

Retention

The strategic plan identifies targets for a variety of initiatives, including orientation, performance planning, rewards and recognition, learning and development, talent management, succession planning, workforce planning, and cross-cultural awareness. Attracting, engaging and retaining qualified staff is essential to developing a vibrant public service.

"Strive to have a public service that displays our commitment to our workplace and environment"

(20/20: A Brilliant North NWT Public Service Strategic Plan)

Positive Relations with Bargaining Representatives

The GNWT began the process of preparing for collective bargaining in 2011 as the collective agreements which set out terms and conditions of employment with the Union of Northern Workers (UNW) and the Northwest Territories Teachers' Association (NWTTA), and NWT Physicians contract all expire in 2012. The Deputy Minister's Collective Bargaining Committee was established under the authority of the Financial Management Board (FMB), to provide overall direction and guidance to the process of negotiating collective agreements. The GNWT's overall bargaining goal is to maintain an efficient, effective, and sustainable public service while being fiscally responsible.

The GNWT and UNW met to exchange proposals and hold initial discussions from December 19 to 22, 2011. Discussions towards a new contract with the Northwest Territories Medical Association were also underway by the end of 2011. The GNWT's strong relationship with the NWTTA leading up to bargaining helped start negotiations early in 2012. Negotiations with all bargaining partners continued into 2012 until final new agreements were reached.

Since July 2009, representatives of the Department of Human Resources and the Union of Northern Workers have held monthly case management meetings to discuss outstanding grievances and to work toward resolutions. The parties have discussed more than 120 outstanding grievances, with a significant number resolved through settlement agreements or withdrawal of the grievance. In addition, four formal meetings take place between the leadership of the Union of Northern Workers and DHR senior management to discuss and resolve issues.

Respectful Workplace

In 2011, the GNWT's healthy and respectful workplace initiative included wellness education seminars offered by the government's Employee and Family Assistance Program provider. Courses were based in Yellowknife and made available through teleconferencing to all regions and communities. Other activities included a workplace smoking cessation program, respectful workplace workshops, and labour relations training for supervisors. Disabilities awareness training was offered in Yellowknife at all regional centres.

The stabilization of the Department of Human Resources has also allowed the government to dedicate positions to conduct workplace investigations and to address employee health and wellness. Investigations into workplace issues are now dealt with in a more timely and consistent manner, with better support to managers and employees.

Health and Wellness

Health and wellness resources are available to assist managers and employees with a variety of workplace situations, such as employees who return to work after an extended absence due to illness. Finding ways to address workplace accommodations to deal with disabilities has also improved with the Duty to Accommodate Injury and Disability Policy and accompanying guidelines, which were approved and came into effect in 2011. The Harassment Free and Respectful Workplace Policy and guidelines were also approved and came into effect in 2011.

The GNWT also works closely with the Employee and Family Assistance Program provider to offer a suite of workplace health and wellness programs, as well as employee and family counseling.

The Department of Human Resources is leading the development of a government-wide Occupational Health and Safety Program to meet the legislated requirements of the *Safety Act* and Regulations.

Greening the Workplace

In 2011 senior management encouraged and supported employees who were involved in developing and implementing environmental programs within their work locations.

Several GNWT departments are represented on the interdepartmental Green Advisory Team which looks at the environmental/energy opportunities and makes recommendations to the Deputy Minister's Committee on potential GNWT green programs. The group also advocates for the formation of internal departmental teams to promote activities at the employee level.

Green initiatives that have been incorporated into GNWT workplaces include: in-office composting, printers set to duplex, purchasing recycled paper, organizing healthy lifestyle activities for staff, in office recycling stations.

The Interdepartmental Green Team continues to advocate and assist with the development of internal departmental teams.

Goal 4 – Inspire: Expanding Horizons

Employee Development

The importance of continuous growth and development – personal, collective and cultural – are key values that the GNWT recognizes and will strive to advance through a variety of approaches.

Learning and Development Plans

The GNWT is developing a learning plan and career plan cycle for employees. The Department of Human Resources is currently working with its own managers and staff to develop a model that can be rolled out to other departments. In 2011, DHR continued working with its managers to ensure that all departmental employees had completed learning plans.

We will strive to "Inspire" our public service to "Expand Our Horizons" and continually develop ourselves individually and collectively

(20/20: A Brilliant North NWT Public Service Strategic Plan)

Lifelong Learning

Strategies to develop employees include: expanding developmental programs including internships and summer student and apprenticeship programs, use of web seminars and other forms of technology to deliver training in the regions, creation of an orientation manual and video, providing departments with more opportunities to manage training and development (including temporary transfer assignments), and developing and implementing a formal mentorship and coaching program. Currently, learning and development opportunities are informal and while there are discrepancies among departments in the quality and number of training opportunities, each employee has the opportunity to develop skills. Most training is conducted in Yellowknife, however, the GNWT is looking at remote learning tools such as online courses and programs that can be accessed remotely via the internet.

To broaden learning opportunities for staff, the Department of Human Resources has formed partnerships with federal government departments and the National Managers Community to cooperate on training initiatives. DHR also participates on regional and national learning and development committees to ensure opportunities for cooperation and cost-sharing are maximized.

Performance Management

As part of its commitment to lifelong learning and the development of the public service, the Department of Human Resources is developing a competency performance management system. Competency profiles provide the behavioural basis for determining how the GNWT can best focus its development efforts to strengthen performance outcomes. The department is beginning with competencies for Senior Management before adapting them for other staff. In 2011,

work began on developing these competencies.

Leadership Development Program

The GNWT offers a Leadership Development Program that provides comprehensive training and development courses for managers and emerging managers. The goals of the Program are to:

- Enhance skills among managers;
- Prepare managers for future growth opportunities in management within the GNWT; and
- Promote the advancement of managers within the GNWT.

There are three streams within the Leadership Development Program: Emerging Managers, Middle Managers and Executive Managers. The content of each stream is adapted to the specific level of management. In 2011, 113 employees participated in the program. A review of the program began in 2011 to explore options for improving leadership development.

Aboriginal Employee Development

The Canadian Aboriginal population is the fastest growing segment in the Canadian labour force. According to the 2006 Census, figures across Canada, however, reveal that only an average of 2.9% of Aboriginals were represented in the workforce. Approximately 32% of the GNWT workforce is Aboriginal, but there is still room for improvement. The GNWT has anticipated that a large quantity of its prospective and growing labour force reside in communities outside of Yellowknife. A priority of the 17th Assembly is to increase employment opportunities where they are needed most including decentralizing some GNWT positions.

The GNWT offers training to Aboriginal people through the Associate Director/Superintendent Program and priority placement is given to Aboriginal employees in the Leadership Development Program with the goal of achieving a 50% Aboriginal participation rate.

Goal 5 - Renew: Charting a Path for Tomorrow

Workforce Planning

In 2011, the number of GNWT employees aged 55 years or older grew to 21% of the public service, from 19% in 2010. Conversely, in 2011, the portion of GNWT employees under 30 stayed at 11% of the public service. In the GNWT, the two age categories with the largest number of employees continue to be 45-49 years of age at 16%, and 50-54 years of age at 15%, making up 31% of the GNWT workforce. Employees in the social sciences and education field over age 55 form 26.8% of the GNWT public service. That said, the aging population will result in a tighter labour market. Here in the North however, we have a very large population of Aboriginal people, a segment of the population that has been called the largest untapped labour force in Canada. With that in mind, the GNWT has begun to design programs targeted at attracting more Aboriginal people to the public service.

We will "Chart a Path" for the future through excellent planning and management of our public service. We will continually build on our strengths and monitor our progress.

(20/20: A Brilliant North NWT Public Service Strategic Plan)

Demographic projections clearly indicate a turnover in management positions in the next 5 – 10 years. Therefore, GNWT recognizes that it needs to prepare for this transition through a range of strategies, including corporate knowledge transfer, succession planning, talent management, and workforce planning.

Corporately, investments are being made in organizational learning and training programs, with an emphasis on leadership skills, and alignment of learning with talent management. The Department of Human Resources has nearly completed work on a performance management program, which aligns with our learning process. A key aim is to develop Aboriginal northerners for leadership and management roles. As well, The Department of Human Resources is focusing on employee satisfaction and engagement, including the provision of a quality and healthy workplace environment.

Opportunities for advancement, personal and professional growth, continuous challenge and career growth are available in the GNWT, and it is recognized that more formal supports in developing career paths for employees need to be developed.

To ensure the Government of the Northwest Territories stays current with best practices across the country, Department of Human Resources staff participate on two national groups focused on employee engagement and career growth and development.

Human Resource Plans

Human resource plans provide a framework to ensure Departments and Agencies have the human resources in place to fulfill their

mandates. Human resource plans are intended to address human resource priorities within each department, and shift workforce planning activities from reactive to proactive. In 2011, three pilot departments finalized their human resource plans. Another department has also completed its plan, while two other departments are actively developing theirs.

Talent Management

In order to attract highly qualified applicants to GNWT job competitions, the Department of Human Resources has developed a talent acquisition strategy, which includes a recruitment marketing and advertising plan. The department is also researching and analysing tools and strategies to maintain communications with potential job applicants so they are aware of positions when they are advertised.

DEVELOPMENT OF THE PUBLIC SERVICE

Occupational Categories

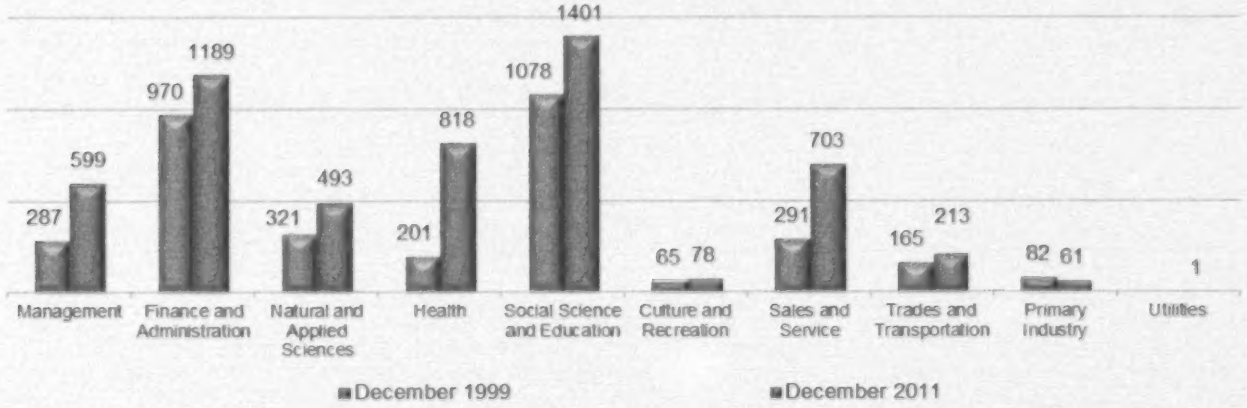
The GNWT assigns an occupational designation to each position based on the National Occupational Classification (NOC) system. This designation is used to classify occupational data and compile, analyze and report information about occupations in the public service. The public service is composed of a wide range of jobs. Examples of the positions found within each occupational category include:

Management:
Deputy Minister, Program Director and Regional Superintendent
Business, Finance & Administration:
Finance Officer, Human Resource Officer and office support staff
Natural & Applied Sciences & Related Occupations:
Engineer, Biologist and Renewable Resources Officer
Health Occupations:
Registered Nurse, Medical Lab & Certified Nursing Assistant
Occupations in Social Science, Education & Government Service and Religion:
Community Social Services Worker, Teacher, College Instructor, Legal Counsel and Economic Development Officer
Occupations in Art, Culture, Recreation & Sport:
Librarian and Youth Worker
Sales and Service:
Correctional Officer, Classroom Assistant and Custodial Worker
Trades, Transport and Equipment Operators and Related Occupations:
Mechanic and Equipment Operator
Occupations Unique to Primary Industry: Fire Crew Member
Manufacturing and Utilities: Municipal Works Officer and Water Plant

Occupational categories show the general distribution of positions and duties within the public service by type. These data are used to monitor workforce changes and trends that assist management in developing human resource policies and procedures to meet current and future needs.

The following graph shows the number of positions by Occupational Category as of December 1999 and December 2011. The largest area of growth was in Health, with the addition of health care clinics and relief positions to the public service.

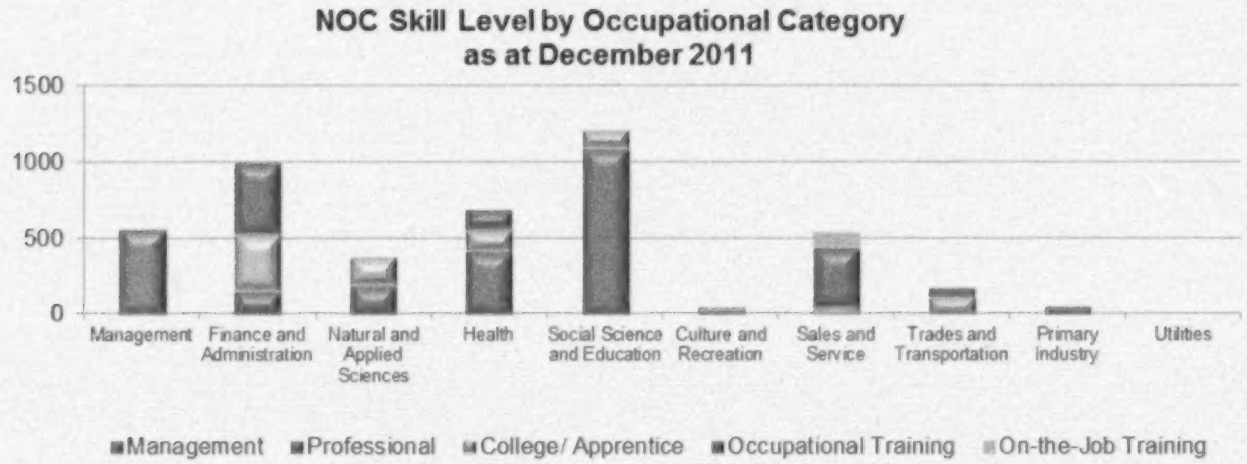
Development of the Public Service
December 1999 and December 2011



National Occupational Categories Skill Level

The National Occupational Classification (NOC) system can be broken out by skill.

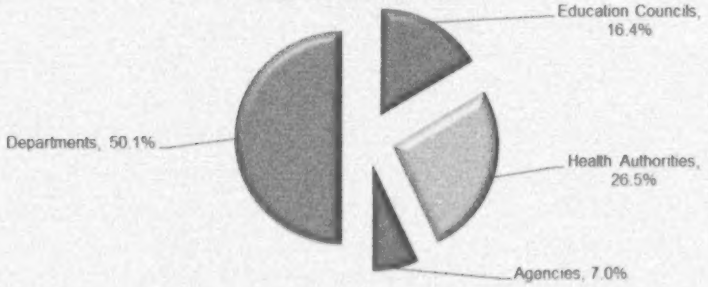
Management (12%)	Managers, Directors, Principals, Regional Superintendents, Assistant Deputy Ministers, Deputy Ministers
Professional (40%)	Teachers, Registered Nurses, Social Workers, Counsellors College Instructors, Human Resource Officers, Benefit Officers, Finance Officers, Lawyers, Wildlife Biologists, Public Affairs Officers
College/Apprentice (22%)	Administrative Assistants, Secretaries, Licensed Practical Nurses, Allied Health Professionals, User Support Technicians, Finance Officers, Renewable Resource Officers
Occupational Training (24%)	Accounting/General Administrative Clerks, Corrections Officers, Youth Officers, Fire crew Members, Classroom Assistants, Tower persons, Highway Maintenance Operators/Engineers
On the Job Training (2%)	Custodians, Janitors, Security Guards, Housekeepers/Kitchen Helpers



COMPOSITION OF THE PUBLIC SERVICE

At the end of December 2011, there were 4,675 employees in the public service. Approximately 50% of employees were located in Departments, 7% in Agencies (Aurora College, the Business Development Investment Organization and NWT Housing Corporation), 16% in the Divisional Education Councils and 27% in the Health and Social Services Authorities. These percentages have remained consistent since 2008.

Public Service by Deparmtents, Boards and Agencies at December 31, 2011



The majority of employees were members of the Union of Northern Workers (74%) and the NWT Teachers' Association (11%). Excluded employees accounted for 11% of the public service, while senior management made up 4%.

Approximately 49% of employees were employed in Headquarters, 18% were employed in the Fort Smith Region, 15% were employed in the Beaufort Delta Region, 12% were employed in the Dehcho Region, 5% were employed in the Sahtu Region and 5% in the Tlicho Region.

Female employees comprise the majority of the public service at 64.4%. Males make up only 35.6% of the public service. Of the 198 National Occupational Unit groups that comprise the public service, there are 22 groups that are male dominated (designated non-traditional occupations) and 46 groups that are female dominated.

The ratio of management to employees within the public service is approximately eight employees per manager. Management is comprised of 11.9 % of the public service, up 3% from 2010.

The average age of employees has remained stable at 44 years. The average length of service of employees, 8.7 years, represents a slight increase over 2010 when it was 8.4 years. Average salary has increased in that same timeframe by $3,774.

Relief workers are employees who work on an "as and when needed" shift. They tend to cover off indeterminate employees who have gone on some type of leave (sick, special, education, etc.). Of the 4,675 employees in the public service, 296 (6.3%) are relief. Also within the public service there were 121 (2.6%) employees who work only during certain times of the year as seasonal employees.

	Number of Employees	Average Age	Average Length of Service	Average Salary
All Employees	4,675	44.2	8.7	$85,523
Indigenous Aboriginal Employees	1,493	44.8	9.5	$75,016
Indigenous Non-Aboriginal Employees	596	44.0	12.4	$94,084
Other Employees	2,586	43.9	7.4	$89,616
Female Employees	3,014	43.7	8.4	$81,236
Male Employees	1,661	45.1	9.3	$93,302

Inactive employees are employees who have gone on some type of leave (with or without pay) during the year such as education leave, maternity leave, disability leave, parental leave, etc. Of the 4,675 employees in the public service there were 317 (6.8%) inactive employees.

At the end of 2011 there were 4,675 employees in positions. Of these, 4,277 (91.5%) employees were working in a regular position, while 398 (8.5%) were working in a temporary position. Looked at another way, 4,436 (94.9%) employees were in full-time positions, while 239 (5.1%) held part-time positions. These data have remained consistent since 2010 with no overall percentage change.

Employment Type

Those hired as full-time, but not shift work, usually work a standard work week of 37.5 or 40 hours. Part-time employment is for less than a standard work week. Those hired for a regular (indeterminate) period of employment have no set termination date. Temporary (term) employment is for a specific period, at the end of which employment ceases. The majority of employees are hired on a regular and full-time basis, but arrangements such as job-sharing allow individuals to be hired on a regular and part-time basis in an effort to balance personal and work commitments. For the same reason, the GNWT will also consider an employee's request to work flexible or staggered hours between 07:00 and 18:00.

Inactive employees are employees who have gone on some type of leave (with or without pay) during the year, such as education leave, maternity leave, disability leave, parental leave, etc.

Retention Rate

Employee retention is the measure of employees retained by the public service. In 2011, the employee retention rate was 87.4%.

Work Absence Rate

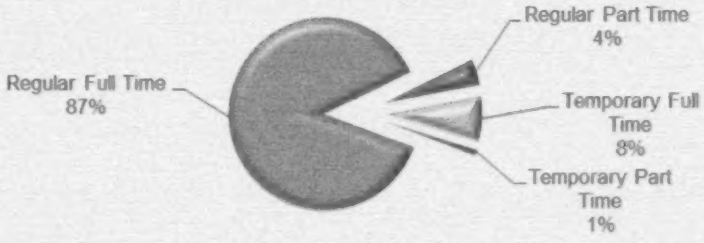
The work absence rate provides a measure of the average number of days employees are absent from work (with or without pay), due to illness, disability/injury, or personal/family responsibility for at least one half day, but less than a year. The work absence rate excludes non-controllable absences such as annual, statutory holiday, bereavement/death in family, jury duty and leave of absence for maternity/parental/adoption. In 2011, the work absence rate for the public service was 14.7 days per employee.

Accession and Turnover Rates

Accession measures the rate of hires to payroll. It represents the number of hires as a percentage of the average number of employees occupying an established position in a year. In 2011, the annual employee accession rate was 11.1%.

Turnover measures the rate of separations from payroll. It represents the number of terminations as a percentage of the average number of employees occupying an established position in a year. In 2011, the annual employee turnover rate was 12.6%.

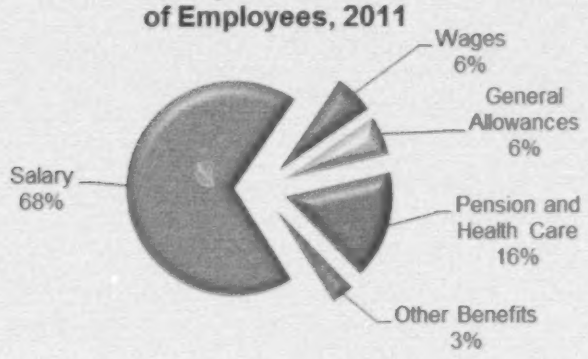
Employment by Regular or Temporary and Fulltime or Part-Time, 2011



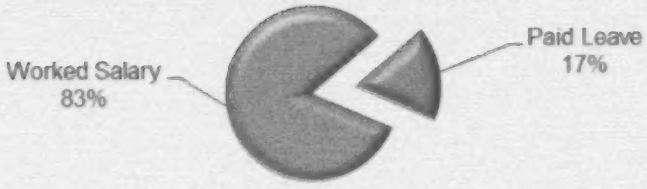
HUMAN RESOURCE COSTS

The salary and benefits costs of the GNWT public service are tracked for each calendar year. The first graph shows the breakdown of the salary and benefits costs for employees (including casuals). The second graph shows the paid leave as a percentage of net salary. The third graph shows paid leave with the breakdown of annual, statutory holidays; sick, special and other leave (includes maternity, parental, disability leave, winter bonus, etc.).

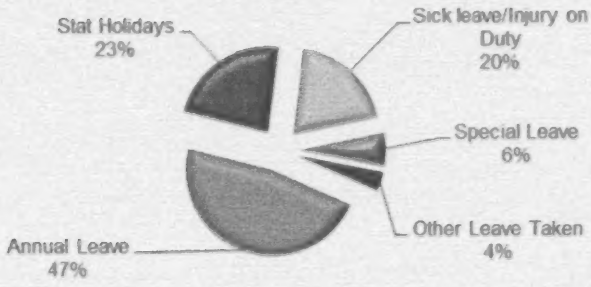
Salary and Benefits of Employees, 2011



Paid Leave as Percentage of Net Salary



Paid Leave, 2011



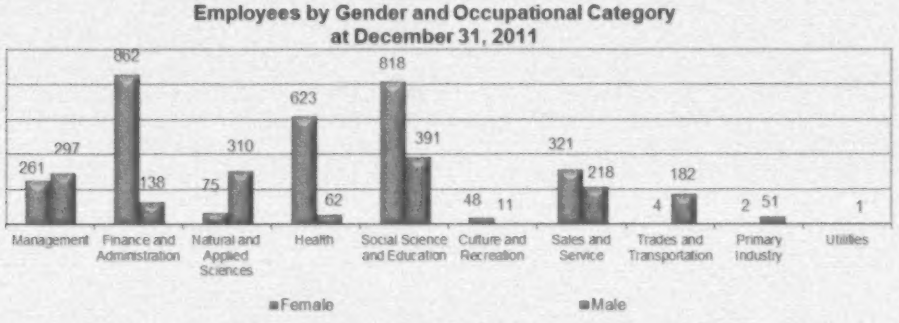
Salary and Benefit Costs of Employees including Boards and Agencies for year ended December 31, 2011

Costs	2011	2010	2009
Salary	$387,886,000	$372,563,000	$353,636,000
Total Salary	**$387,886,000**	**$372,563,000**	**$353,636,000**
Bilingual Bonus/Language Allowance	$560,000	$561,000	$539,000
Call-back	$2,897,000	$2,457,000	$2,599,000
Excluded and Senior Management Bonus	$1,568,000	$1,208,000	$869,000
Miscellaneous*	$2,852,000	$2,850,000	$2,656,000
Overtime	$18,287,000	$18,001,000	$19,072,000
Shift Premium	$1,750,000	$1,810,000	$1,651,000
Standby	$4,191,000	$4,288,000	$4,031,000
Teachers' Allowance	$1,709,000	$1,635,000	$1,563,000
Total Wages	**$33,814,000**	**$32,810,000**	**$32,980,000**
Education Allowance	$477,000	$809,000	$852,000
Northern Allowance	$33,317,000	$32,825,000	$30,982,000
Total General Allowances	**$33,794,000**	**$33,634,000**	**$31,834,000**
Canadian Pension Plan	$11,578,000	$11,508,000	$11,216,000
Dental	$3,934,000	$3,862,000	$3,416,000
Disability Insurance	$3,393,000	$4,308,000	$4,050,000
Employee Family Assistance Program	$404,000	$408,000	$422,000
Employment Insurance	$5,250,000	$5,059,000	$4,897,000
Maternity/Parental/Adoption Leave	$4,687,000	$4,739,000	$4,702,000
Public Service Health Care Plan	$5,332,000	$4,842,000	$4,417,000
Public Service Management Insurance Plan	$1,440,000	$1,467,000	$1,443,000
Superannuation	$54,010,000	$52,444,000	$46,401,000
Worker's Compensation Plan	$2,145,000	$1,908,000	$1,685,000
Total Pension and Health Care	**$92,173,000**	**$90,545,000**	**$82,649,000**
Medical Travel Assistance	$5,674,000	$5,477,000	$5,713,000
Professional Development/Training	$6,336,000	$6,211,000	$4,943,000
Removal In/Transfer	$2,710,000	$2,576,000	$2,872,000
Removal Out/Ultimate	$223,000	$351,000	$230,000
Severance Pay	$4,344,000	$3,685,000	$4,502,000
Total Other Benefits	**$19,287,000**	**$18,300,000**	**$18,260,000**
Grand Total	**$566,954,000**	**$547,852,000**	**$519,359,000**

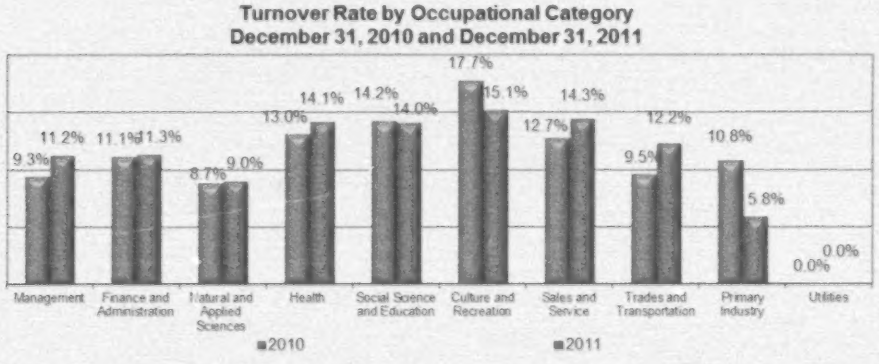
* Miscellaneous includes allowances such as Instructor/Coordinator, Mentor, Nursing, Tools and Uniform

IDENTIFYING CRITICAL POSITIONS FOR WORKFORCE AND SUCCESSION PLANNING BY OCCUPATIONAL CATEGORY

There was a decrease of 41 positions and an increase of 127 employees from 2009 to 2010; there was an increase of 90 positions and a decrease of 67 employees from 2012 to 2011.



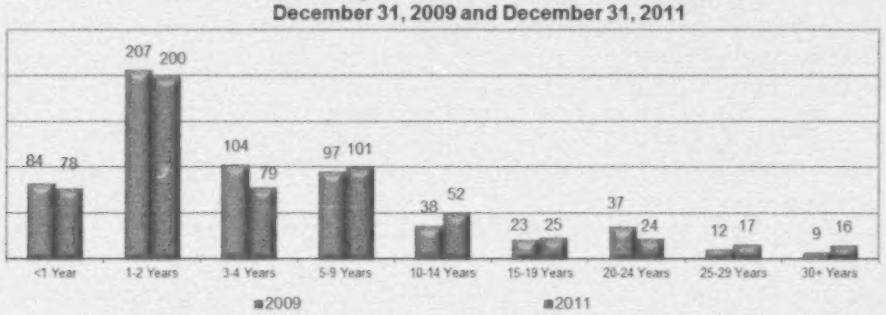
The employee gender by occupational category has remained consistent since 2009. In 2009, the overall percent female and male occupational representation was 64.5% and 35.5% respectively; in 2010 it was 64.3% female and 35.7% male; in 2011 it was 64.5% female and 35.5% male.



Between 2009 and 2010, there was an overall decrease of 1.3% in the turnover rate; between 2010 and 2011, there was an increase of .3% in the turnover rate.

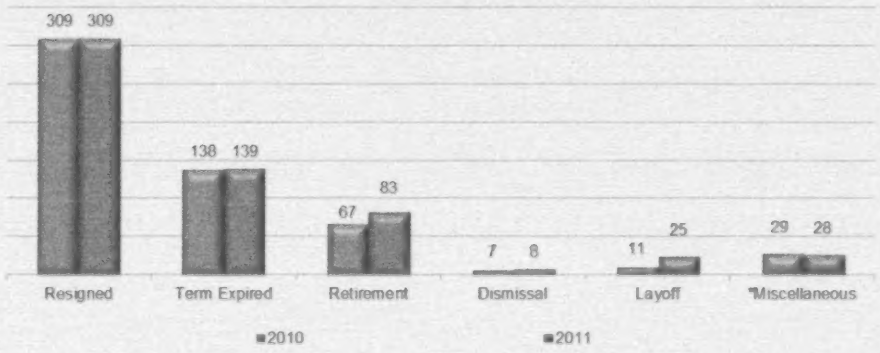
PROJECTIONS OF POSSIBLE SUCCESSION PLANNING NEEDS AND POSSIBLE RETIREMENT IN OUR WORKFORCE

Terminations by Years in the Territorial Public Service, December 31, 2009 and December 31, 2011



There was an overall decrease of 50 (8.9%) terminations by years of service from 2009 to 2010.
There was an overall increase of 31 (5.2%) terminations by years of service from 2010 to 2011.

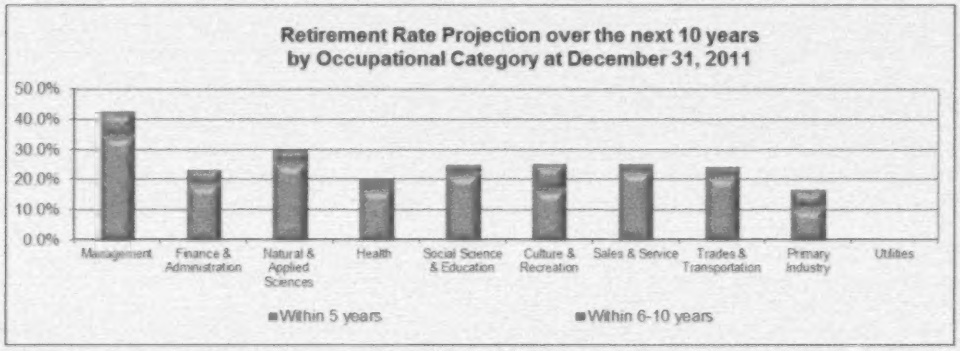
Terminations by Reason for Leaving, December 31, 2010 - December 31, 2011



*Miscellaneous includes Death in Service, Health, Abandonment of Position, Rejection on Probation, Return to School

The turnover rate decreased from 13.3% in 2009 to 12.0% in 2010; in 2011 it increased to 12.6%

Retirement Rate Projection over the next 10 years by Occupational Category at December 31, 2011



The projected retirements over the next 10 years has been increasing since 2009.

RECRUITMENT AND RETENTION

Recruiting and training northerners is essential to building a strong, stable and representative public service. It is recognized that for some professions, recruitment of individuals from outside the public service is necessary in order to be able to provide vital programs throughout the North. Management and Recruitment Services implements recruitment strategies/initiatives designed to attract professionals to the North. Over the past 10 years, there has been a significant rise in movement within the GNWT as well as new hires from outside the GNWT.

	2011	2010	2009	2008	2007	2006
Hires	524	623	668	677	708	813
Terminations	592	561	611	709	688	619
Transfers	389	344	528	414	311	228
Promotions	58	113	113	122	132	164
Demotions	3	1	5	2	0	1

Performance Management

In *20/20: A Brilliant North - NWT Public Service Strategic Plan*, Goal 4 is committed to the creation of a Competency-Based Performance Management Program. Competency-based performance management frameworks use competencies as the basis for performance evaluation. Competencies are the skills, knowledge and abilities required to perform a role or roles in an organization, however, do not include technical skills or knowledge. Competencies are also used in the development of targeted training programs and the recruitment process. The Department of Human Resources will be defining three unique but integrated competency models for the GNWT. These are:

- One core/cross functional competency model that will apply to all employees of the GNWT
- One core management (operational) competency model that will apply to supervisors and managers of the GNWT
- One core leadership (strategic) model that will apply to senior leaders of the GNWT.

Staffing Appeals

The staffing appeals process allows a GNWT employee or an affirmative action candidate who has applied on a position to request a review of the competition if they believe that the competition process was flawed. Staffing appeals can be heard on UNW, excluded and senior management positions up to and including the director level. The staffing appeal hearings provide objective review of the staffing process, including the application of the Affirmative Action Policy. Appeals are heard by independent Staffing Review Officers.

Staffing Appeals	**2008**	**2009**	**2010**	**2011**
Upheld	5	11	12	8
Denied	24	51	51	63
Withdrawn	0	0	0	0
Total	**29**	**62**	**63**	**71**

AFFIRMATIVE ACTION

The GNWT is committed to a public service that is representative of the population it serves. In 1989, the GNWT implemented the Affirmative Action Policy to help meet this goal.

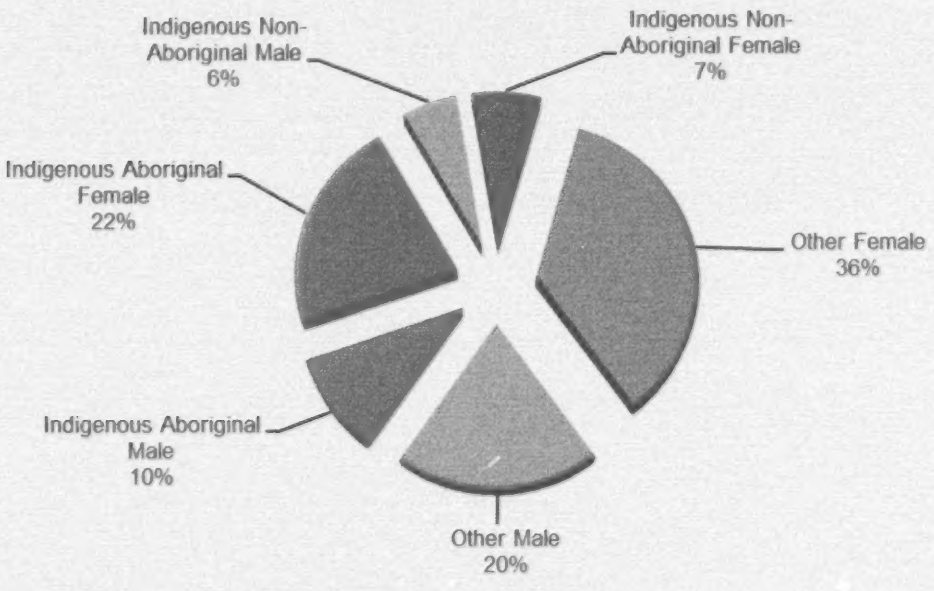
Through the Affirmative Action Policy, the GNWT gives preference in employing the following groups:

- Indigenous Aboriginal Persons;
- Indigenous Non-Aboriginal Persons;
- Resident Persons with Disabilities;
- Resident Women in Senior Management; and
- Women in Non-Traditional Occupations.

The Department of Human Resources is responsible for interpreting and reviewing the policy's application in areas such as management and non-traditional occupations.

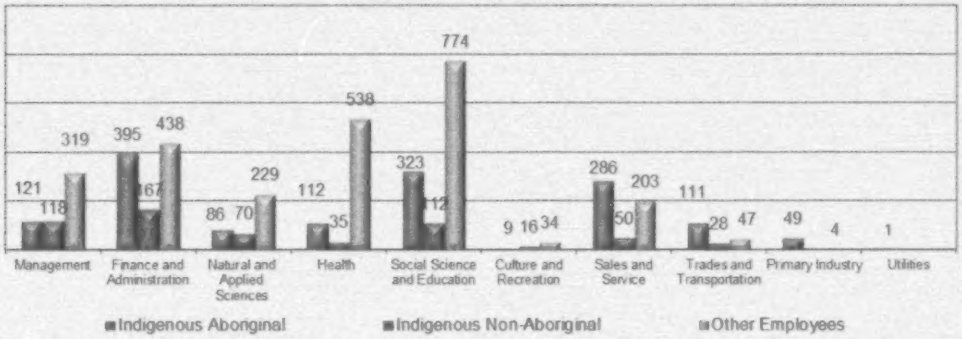
At the end of 2011, there were 1,493 Indigenous Aboriginal employees representing 32% of the public service, no change from 32% in 2010. Women represented 40% of senior managers, with 80 employees in senior management. There were 36 Indigenous Aboriginal senior managers, which represented 18% of employees in senior management. This is an increase from 17% in 2010.

Employees by Aboriginal Status and Gender, at December 31, 2011



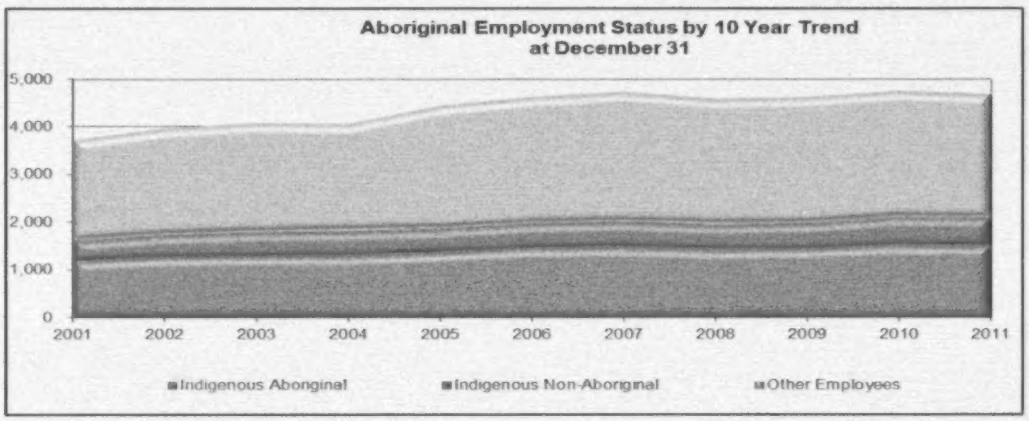
AFFIRMATIVE ACTION STATISTICS

Aboriginal Status by Occupational Category at December 31, 2011

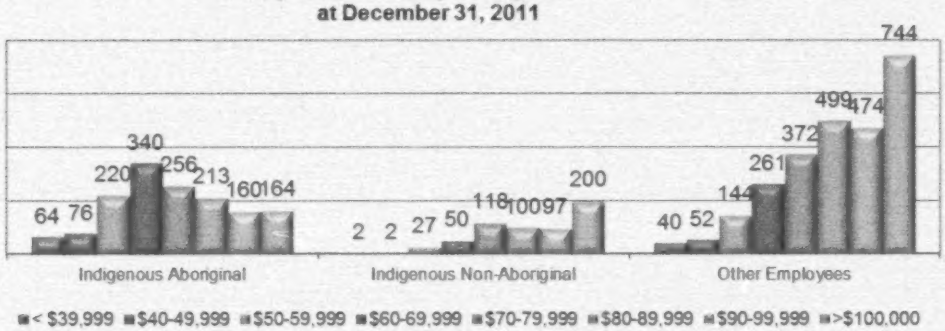


In 2010, the number of Indigenous Aboriginals, Indigenous Non-Aboriginals and Other Employees in the public service were 1508, 602, 2632 respectively. In 2011, there was a decrease of 15 Indigenous Aboriginals, a decrease of 6 Indigenous Non-Aboriginals and a decrease of 46 Other Employees in the public service.

Aboriginal Employment Status by 10 Year Trend at December 31



Salary Distribution by Aboriginal Status at December 31, 2011



In 2010, the average salary for Indigenous Aboriginals was $71,618, for Indigenous Non-Aboriginals $88,539 and Other Employees was $88,000 respectively. In 2011, there was an increase of $3,398 for Indigenous Aboriginals, and increase of $5,545 for Indigenous Non-Aboriginals and in increase of $1,616 for Other Employees.

Employee Distribution by Community

at December 31, 2011

	2011						
Community/Region	**Total Employees**	**Indigenous Aboriginal Employees**	**% Indigenous Aboriginal Employees**	**Indigenous Non-Aboriginals**	**% Indigenous Aboriginal Employees**	**Other Employees**	**% Other Employees**
Lutselk'e	28	12	43%		0%	16	57%
Yellowknife	2,295	377	16%	464	20%	1,454	63%
Headquarters/North Slave	**2,323**	**389**	**17%**	**464**	**20%**	**1,470**	**63%**
Aklavik	42	22	52%		0%	20	48%
Fort McPherson	57	27	47%	2	4%	28	49%
Inuvik	471	164	35%	18	4%	289	61%
Paulatuk	19	8	42%		0%	11	58%
Sachs Harbour	11	5	45%		0%	6	55%
Tsiigehtchic	10	4	40%		0%	6	60%
Tuktoyaktuk	49	22	45%		0%	27	55%
Ulukhaktok	32	15	47%		0%	17	53%
Beaufort Delta Region	**691**	**267**	**39%**	**20**	**3%**	**404**	**58%**
Fort Liard	46	27	59%		0%	19	41%
Fort Providence	63	39	62%	4	6%	20	32%
Fort Simpson	213	110	52%	13	6%	90	42%
Hay River Reserve	20	7	35%	3	15%	10	50%
Jean Marie River	3	2	67%		0%	1	33%
Kakisa	2		0%		0%	2	100%
Nahanni Butte	7	5	71%		0%	2	29%
Trout Lake	12	10	83%		0%	2	17%
Wrigley	13	10	77%		0%	3	23%
Dehcho Region	**379**	**210**	**55%**	**20**	**5%**	**149**	**39%**
Enterprise	14	5	36%	6	43%	3	21%
Fort Resolution	50	32	64%	1	2%	17	34%
Fort Smith	486	248	51%	41	8%	197	41%
Hay River	272	118	43%	35	13%	119	44%
Fort Smith Region	**822**	**403**	**49%**	**83**	**10%**	**336**	**41%**
Colville Lake	10	4	40%		0%	6	60%
Deline	36	21	58%		0%	15	42%
Fort Good Hope	42	17	40%		0%	25	60%
Norman Wells	119	35	29%	7	6%	77	65%
Tulita	35	13	37%		0%	22	63%
Sahtu Region	**242**	**90**	**37%**	**7**	**3%**	**145**	**60%**
Behchoko	172	112	65%	2	1%	58	34%
Gamèti	13	6	46%		0%	7	54%
Wekweèti	7	4	57%		0%	3	43%
Whatì	26	12	46%		0%	14	54%
Tłı̨cho Region	**218**	**134**	**61%**	**2**	**1%**	**82**	**38%**
Total GNWT	**4,675**	**1,493**	**32%**	**596**	**13%**	**2,586**	**55%**

Employee Distribution by Department/Board/Agency

at December 31, 2011

2011							
Department/Board/Agency	**Total Employees**	**Indigenous Aboriginal Employees**	**% Indigenous Aboriginal Employees**	**Indigenous Non-Aboriginal Employees**	**% Indigenous Non-Aboriginal Employees**	**Other Employees**	**% Other Employees**
Aboriginal Affairs and Intergovernmental Relations	38	10	26%	10	26%	18	47%
Education, Culture and Employment	218	81	37%	51	23%	86	39%
Environment and Natural Resources	272	132	49%	40	15%	100	37%
Executive	69	18	26%	23	33%	28	41%
Finance	114	31	27%	22	19%	61	54%
Health and Social Services	128	24	19%	21	16%	83	65%
Human Resources	182	63	35%	49	27%	70	38%
Industry, Tourism and Investment	155	53	34%	36	23%	66	43%
Justice	500	151	30%	99	20%	250	50%
Legislative Assembly	32	11	34%	6	19%	15	47%
Municipal and Community Affairs	110	35	32%	29	26%	46	42%
Public Works and Services	249	88	35%	40	16%	121	49%
Transportation	273	102	37%	52	19%	119	44%
Total for Departments	2,340	799	34%	478	20%	1,063	45%
Beaufort Delta Divisional Education Council	198	64	32%	5	3%	129	65%
Commission Scolaire Francophone de Division	44		0%		0%	44	100%
Dehcho Divisional Education Council	112	49	44%	1	1%	62	55%
Sahtu Divisional Education Council	102	30	29%	1	1%	71	70%
South Slave Divisional Education Council	198	58	29%	16	8%	124	63%
Tłı̨cho Community Services Agency - Education	115	60	52%		0%	55	48%
Total for Education Councils	769	261	34%	23	3%	485	63%
Beaufort Delta Health and Social Services Authority	224	64	29%	2	0.9%	158	71%
Dehcho Health and Social Services Authority	85	46	54%	2	2.4%	37	44%
Fort Smith Health and Social Services Authority	126	66	52%	2	1.6%	58	46%
Sahtu Health and Social Services Authority	60	25	42%		0.0%	35	58%
Stanton Territorial Health Authority	511	51	10%	43	8.4%	417	82%
Tłı̨cho Community Services Agency - Health	74	51	69%		0.0%	23	31%
Yellowknife Health and Social Services Authority	159	30	19%	15	9.4%	114	72%
Total for Health and Social Services Authorities	1,239	333	27%	64	5%	842	68%
Aurora College	210	66	31%	14	7%	130	62%
Business Development Investment Corporation	13	1	8%	2	15.4%	10	77%
Northwest Territories Housing Corporation	104	33	32%	15	14%	56	54%
Total for Agencies	327	100	31%	31	9%	196	60%
Total of Public Service	**4,675**	**1,493**	**32%**	**596**	**13%**	**2,586**	**55%**

2011							
Region	**Total Employees**	**Indigenous Aboriginal Employees**	**% Indigenous Aboriginal Employees**	**Indigenous Non-Aboriginal Employees**	**% Indigenous Non-Aboriginal Employees**	**Other Employees**	**% Other Employees**
Headquarters/North Slave	2,323	389	17%	464	20%	1,470	63%
Beaufort Delta Region	691	267	39%	20	3%	404	58%
Dehcho Region	379	210	55%	20	5%	149	39%
Fort Smith Region	822	403	49%	83	10%	336	41%
Sahtu Region	242	90	37%	7	3%	145	60%
Tłı̨cho Region	218	134	61%	2	1%	82	38%
Total	**4,675**	**1,493**	**32%**	**596**	**13%**	**2,586**	**55%**

Senior Management by Aboriginal Status

at December 31, 2011

2011							
Department/Board/Agency	**Total Senior Management Employees**	**Indigenous Aboriginals in Senior Management**	**% Indigenous Aboriginals in Senior Management**	**Indigenous Non-Aboriginals in Senior Management**	**% Indigenous Non-Aboriginals in Senior Management**	**Other Employees in Senior Management**	**% Other Employees in Senior Management**
Aboriginal Affairs and Intergovernmental Relations	5		0%	2	40%	3	60%
Education, Culture and Employment	15	6	40%	4	27%	5	33%
Environment and Natural Resources	14	5	36%	6	43%	3	21%
Executive	15	3	20%	4	27%	8	53%
Finance	15	2	13%	3	20%	10	67%
Health and Social Services	9	1	11%	1	11%	7	78%
Human Resources	7	1	14%	5	71%	1	14%
Industry, Tourism and Investment	14	1	7%	7	50%	6	43%
Justice	11	1	9%	4	36%	6	55%
Legislative Assembly	4	1	25%	2	50%	1	25%
Municipal and Community Affairs	15	4	27%	4	27%	7	47%
Public Works and Services	11	2	18%	2	18%	7	64%
Transportation	11	1	9%	1	9%	9	82%
Total for Departments	146	28	19%	45	31%	73	50%
Beaufort Delta Divisional Education Council	3	1	33%		0%	2	67%
Commission Scolaire Francophone de Division	1		0%		0%	1	100%
Dehcho Divisional Education Council	1		0%		0%	1	100%
Sahtu Divisional Education Council	1		0%		0%	1	100%
South Slave Divisional Education Council	1		0%		0%	1	100%
Tłįcho Community Services Agency - Education	2	1	50%		0%	1	50%
Total for Education Councils	9	2	22%	0	0%	7	78%
Beaufort Delta Health and Social Services Authority	4		0%	1	25%	3	75%
Dehcho Health and Social Services Authority	1		0%	1	100%		0%
Fort Smith Health and Social Services Authority	1	1	100%		0%		0%
Sahtu Health and Social Services Authority	2		0%		0%	2	100%
Stanton Territorial Health Authority	5		0%	1	20%	4	80%
Tłįcho Community Services Agency - Health	3		0%		0%	3	100%
Yellowknife Health and Social Services Authority	6		0%		0%	6	100%
Total for Health and Social Services Authorities	22	1	5%	3	14%	18	82%
Aurora College	8	2	25%	1	13%	5	63%
Business Development Investment Corporation	3		0%		0%	3	100%
Northwest Territories Housing Corporation	11	3	27%	3	27%	5	45%
Total for Agencies	22	5	23%	4	18%	13	59%
Total of Public Service	199	36	18%	52	26%	111	56%

2011							
Regions	**Total Senior Management Employees**	**Indigenous Aboriginals in Senior Management**	**% Indigenous Aboriginals in Senior Management**	**Indigenous Non-Aboriginals in Senior Management**	**% Indigenous Non-Aboriginals in Senior Management**	**Other Employees in Senior Management**	**% Other Employees in Senior Management**
Headquarters/North Slave	142	20	14%	38	27%	84	59%
Beaufort Delta Region	20	5	25%	2	10%	13	65%
Dehcho Region	7	2	29%	4	57%	1	14%
Fort Smith Region	18	7	39%	6	33%	5	28%
Sahtu Region	7	1	14%	2	29%	4	57%
Tłįcho Region	5	1	20%		0%	4	80%
Total	199	36	18%	52	26%	111	56%

Senior Management by Gender
at December 31, 2011

	2011				
Department/Board/Agency	**Total Senior Management Employees**	**Number of Women in Senior Management**	**% of Women in Senior Management**	**Number of Men in Senior Management**	**% of Men in Senior Management**
Aboriginal Affairs and Intergovernmental Relations	5	1	20%	4	80%
Education, Culture and Employment	15	9	60%	6	40%
Environment and Natural Resources	14	3	21%	11	79%
Executive	15	4	27%	11	73%
Finance	15	3	20%	12	80%
Health and Social Services	9	5	56%	4	44%
Human Resources	7	7	100%		0%
Industry, Tourism and Investment	14	4	29%	10	71%
Justice	11	7	64%	4	36%
Legislative Assembly	4	1	25%	3	75%
Municipal and Community Affairs	15	6	40%	9	60%
Public Works and Services	11	1	9%	10	91%
Transportation	11	2	18%	9	82%
Total for Departments and Agencies	146	53	36%	93	64%
Beaufort Delta Divisional Education Council	3	1	33%	2	67%
Commission Scolaire Francophone de Division	1	1	100%		0%
Dehcho Divisional Education Council	1	1	100%		0%
Sahtu Divisional Education Council	1		0%	1	100%
South Slave Divisional Education Council	1		0%	1	100%
Ɂehcho Community Services Agency - Education	2	1	50%	1	50%
Total for Education Councils	9	4	44%	5	56%
Beaufort Delta Health and Social Services Authority	4	3	75%	1	25%
Dehcho Health and Social Services Authority	1	1	100%		0%
Fort Smith Health and Social Services Authority	1		0%	1	100%
Sahtu Health and Social Services Authority	2	1	50%	1	50%
Stanton Territorial Health Authority	5	3	60%	2	40%
Ɂehcho Community Services Agency - Health	3	2	67%	1	33%
Yellowknife Health and Social Services Authority	6	4	67%	2	33%
Total for Health and Social Services Authorities	22	14	64%	8	36%
Aurora College	8	6	75%	2	25%
Business Development Investment Corporation	3		0%	3	100%
Northwest Territories Housing Corporation	11	3	27%	8	73%
Total for Agencies	22	9	41%	13	59%
Total of Public Service	199	80	40%	119	60%

	2011				
Region	**Total Senior Management Employees**	**Number of Women in Senior Management**	**% of Women in Senior Management**	**Number of Men in Senior Management**	**% of Men in Senior Management**
Headquarters/North Slave	142	56	39%	86	61%
Beaufort Delta Region	20	9	45%	11	55%
Dehcho Region	7	2	29%	5	71%
Fort Smith Region	18	8	44%	10	56%
Sahtu Region	7	2	29%	5	71%
Ɂehcho Region	5	3	60%	2	40%
Total	199	80	40%	119	60%

Non-Traditional Occupations by Gender at December 31, 2011

	2011				
Department/Board/Agency	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**	**Men in Non-Traditional Occupations**	**% of Men in Non-Traditional Occupations**
Aboriginal Affairs and Intergovernmental Relations			-		-
Education, Culture and Employment	9	4	44%	5	56%
Environment and Natural Resources	123	15	12%	108	88%
Executive			-		-
Finance	21	7	33%	14	67%
Health and Social Services	13	4	31%	9	69%
Human Resources	3	2	67%	1	33%
Industry, Tourism and Investment	24	6	25%	18	75%
Justice	24	4	17%	20	83%
Legislative Assembly	1		0%	1	100%
Municipal and Community Affairs	32	6	19%	26	81%
Public Works and Services	117	8	7%	109	93%
Transportation	149	5	3%	144	97%
Total for Departments	516	61	12%	455	88%
Beaufort Delta Divisional Education Council	1		0%	1	100%
Commission Scolaire Francophone de Division			-		-
Dehcho Divisional Education Council	1		0%	1	100%
Sahtu Divisional Education Council	1	1	100%		0%
South Slave Divisional Education Council			-		-
Tłı̨chǫ Community Services Agency - Education			-		-
Total for Education Councils	3	1	33%	2	67%
Beaufort Delta Health and Social Services Authority	1	1	0%		0%
Dehcho Health and Social Services Authority	1		0%	1	100%
Fort Smith Health and Social Services Authority	1		0%	1	100%
Sahtu Health and Social Services Authority			-		-
Stanton Territorial Health Authority	9	1	11%	8	89%
Tłı̨chǫ Community Services Agency - Health	1	1	100%		0%
Yellowknife Health and Social Services Authority	2		0%	2	100%
Total for Health and Social Services Authorities	15	3	20%	12	80%
Aurora College	11	2	18%	9	82%
Business Development Investment Corporation			-		-
Northwest Territories Housing Corporation	18	3	17%	15	83%
Total for Agencies	29	5	17%	24	83%
Total of Public Service	**563**	**70**	**12%**	**493**	**88%**

	2011				
Region	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**	**Men in Non-Traditional Occupations**	**% of Men in Non-Traditional Occupations**
Headquarters/North Slave	260	49	19%	211	19%
Beaufort Delta Region	81	8	10%	73	10%
Dehcho Region	75	7	9%	68	9%
Fort Smith Region	105	2	2%	103	2%
Sahtu Region	29	3	10%	26	10%
Tłı̨chǫ Region	13	1	8%	12	8%
Total	**563**	**70**	**12%**	**493**	**88%**

Self-Declared Persons with Disabilities as at December 31, 2011

	2011		
Department/Board/Agency	**Total Employees**	**Self-Declared Persons with Disabilities**	**% Self-Declared Persons with Disabilities**
Aboriginal Affairs and Intergovernmental Relations	38		0.0%
Education, Culture and Employment	218	3	1.4%
Environment and Natural Resources	272	1	0.4%
Executive	69		0.0%
Finance	114	1	0.9%
Health and Social Services	128	1	0.8%
Human Resources	182	5	2.7%
Industry, Tourism and Investment	155	1	0.6%
Justice	500	7	1.4%
Legislative Assembly	32		0.0%
Municipal and Community Affairs	110		0.0%
Public Works and Services	249	5	2.0%
Transportation	273	3	1.1%
Total for Departments	2,340	27	1.2%
Beaufort Delta Divisional Education Council	198		0.0%
Commission Scolaire Francophone de Division	44		0.0%
Dehcho Divisional Education Council	112		0.0%
Sahtu Divisional Education Council	102		0.0%
South Slave Divisional Education Council	198		0.0%
Tłı̨chǫ Community Services Agency - Education	115		0.0%
Total for Education Councils	769	0	0.0%
Beaufort Delta Health and Social Services Authority	224		0.0%
Dehcho Health and Social Services Authority	85		0.0%
Fort Smith Health and Social Services Authority	126	1	0.8%
Sahtu Health and Social Services Authority	60		0.0%
Stanton Territorial Health Authority	511	4	0.8%
Tłı̨chǫ Community Services Agency - Health	74		0.0%
Yellowknife Health and Social Services Authority	159	1	0.6%
Total for Health and Social Services Authorities	1,239	6	0.5%
Aurora College	210	1	0.5%
Business Development Investment Corporation	13		0.0%
Northwest Territories Housing Corporation	104	3	2.9%
Total for Agencies	327	4	1.2%
Total of Public Service	4,675	37	0.8%

	2011		
Region	**Total Employees**	**Self-Declared Persons with Disabilities**	**% Self-Declared Persons with Disabilities**
Headquarters/North Slave Region	2,323	24	1.0%
Beaufort Delta Region	691	2	0.3%
Dehcho Region	379	2	0.5%
Fort Smith Region	822	8	1.0%
Sahtu Region	242	1	0.4%
Tłı̨chǫ Region	218		0.0%
Total	4,675	37	0.8%

Employee Performance Reviews

	2010/2011		
Departments/Boards/Agencies	**Estimated Number Due**	**Number Appraisals Completed**	**Completion Rate**
Aboriginal Affairs and Intergovernmental Relations	37	34	92%
Education, Culture and Employment	213	75	35%
Environment and Natural Resources	257	128	50%
Executive	66	15	23%
Finance	113	82	73%
Health and Social Services	131	91	69%
Human Resources	177	138	78%
Industry, Tourism and Investment	147	121	82%
Justice	524	413	79%
Legislative Assembly	31	8	26%
Municipal and Community Affairs	111	75	68%
Public Works and Services	246	195	79%
Transportation	281	111	40%
Total for Departments	**2,334**	**1,486**	**64%**
Beaufort Delta Divisional Education Council	57	0	0%
Commission Scolaire Francophone de Division	15	5	33%
Dehcho Divisional Education Council	42	0	0%
Sahtu Divisional Education Council	35	2	6%
South Slave Divisional Education Council	55	35	64%
Tłı̨cho Community Services Agency - Edcuation	43	17	40%
Total for Education Councils	**247**	**59**	**24%**
Beaufort Delta Health and Social Services Authority	225	40	18%
Dehcho Health and Social ServicesAuthority	81	2	2%
Fort Smith Health and Social Services Authority	115	24	21%
Sahtu Health & Social Services Authority	60	56	93%
Stanton Territorial Health Authority	492	246	50%
Tłı̨cho Community Services Agency - Health	77	11	14%
Yellowknife Health and Social Services Authority	143	106	74%
Total for Health and Social Services Authorities	**1193**	**485**	**41%**
Aurora College	203	96	47%
Business Development Investment Corporation	12	11	92%
Northwest Territories Housing Corporation	106	83	78%
Total for Agencies	**321**	**190**	**59%**
Total Public Service	**4,095**	**2,220**	**54%**

Region	**Estimated Number Due**	**Number Appraisals Completed**	**Completion Rate**
Headquarters/North Slave Region	2,235	1,369	61%
Beaufort Delta Region	570	224	39%
Dehcho Region	298	87	29%
Fort Smith Region	674	394	58%
Sahtu Region	169	105	62%
Tłı̨cho Region	149	41	28%
Total Public Service	**4,095**	**2,220**	**54%**

Summary of Employees by Hours of Lieu Time Balance, at December 2011

	2011		
Department/Board/Agency	**Lieu Time Balance Under 65 Hours**	**Lieu Time Balance 65+ Hours**	**Lieu Time Balance 75+ Hours**
Aboriginal Affairs and Intergovernmental Relations	21	1	
Education, Culture and Employment	120		2
Environment and Natural Resources	110		
Executive	22		3
Finance	46	1	
Health and Social Services	54	1	
Human Resources	100	1	
Industry, Tourism and Investment	59		2
Justice	209	2	
Legislative Assembly	17	2	
Municipal and Community Affairs	60		
Public Works and Services	122	2	
Transportation	124	3	4
Total for Departments	1,064	13	11
Beaufort Delta Divisional Education Council	7	1	1
Commission Scolaire Francophone de Division	1		
Dehcho Divisional Education Council	10		1
Sahtu Divisional Education Council	7		
South Slave Divisional Education Council	13		
Ɂehcho Community Services Agency - Education	5		
Total for Education Councils	43	1	2
Beaufort Delta Health and Social Services Authority	77	1	2
Dehcho Health and Social Services Authority	43	1	1
Fort Smith Health and Social Services Authority	45	1	2
Sahtu Health and Social Services Authority	29	1	
Stanton Territorial Health Authority	198	5	2
Ɂehcho Community Services Agency - Health	37		2
Yellowknife Health and Social Services Authority	96		
Total for Health and Social Services Authorities	525	9	9
Aurora College	89	3	2
Business Development Investment Corporation	3		
Northwest Territories Housing Corporation	54		2
Total for Agencies	146	3	4
Total of Public Service	1,778	26	26

	2011		
Department/Board/Agency	**Lieu Time Balance Under 65 Hours**	**Lieu Time Balance 65+ Hours**	**Lieu Time Balance 75+ Hours**
Headquarters/North Slave	1,001	15	13
Beaufort Delta Region	223	6	3
Dehcho Region	121	1	2
Fort Smith Region	302	3	5
Sahtu Region	80	1	1
Ɂehcho Region	51		2
Total	1,778	26	26

Employee Accession and Turnover at December 31, 2011

	2011	
Department/Board/Agency	**Percentage Accession**	**Percentage Turnover**
Aboriginal Affairs and Intergovernmental Relations	4.9%	12.3%
Education, Culture and Employment	7.8%	9.2%
Environment and Natural Resources	8.9%	6.7%
Executive	11.9%	8.9%
Finance	7.0%	14.1%
Health and Social Services	11.3%	19.6%
Human Resources	11.5%	10.9%
Industry, Tourism and Investment	10.5%	11.1%
Justice	6.8%	12.6%
Legislative Assembly	9.2%	18.5%
Municipal and Community Affairs	8.1%	9.0%
Public Works and Services	8.3%	9.9%
Transportation	9.4%	12.6%
Beaufort Delta Divisional Education Council	20.0%	24.0%
Commission Scolaire Francophone de Division	19.0%	9.5%
Dehcho Divisional Education Council	17.6%	12.0%
Sahtu Divisional Education Council	21.2%	21.2%
South Slave Divisional Education Council	9.0%	8.5%
Tłı̨cho Community Services Agency - Education	9.6%	8.8%
Beaufort Delta Health and Social Services Authority	20.0%	20.4%
Dehcho Health and Social Services Authority	14.0%	18.7%
Fort Smith Health and Social Services Authority	16.2%	13.8%
Sahtu Health and Social Services Authority	12.4%	27.9%
Stanton Territorial Health Authority	12.2%	9.7%
Tłı̨cho Community Services Agency - Health	3.9%	10.3%
Yellowknife Health and Social Services Authority	15.2%	15.9%
Aurora College	10.6%	8.7%
Business Development Investment Corporation	7.7%	15.4%
Northwest Territories Housing Corporation	2.8%	8.4%
Overal Average	**11.1%**	**12.6%**

	2011	
Region	**Percentage Accession**	**Percentage Turnover**
Headquarters/North Slave Region	9.9%	10.6%
Beaufort Delta Region	15.9%	19.8%
Dehcho Region	12.7%	13.7%
Fort Smith Region	9.3%	10.3%
Sahtu Region	15.7%	19.3%
Tłı̨cho Region	7.7%	9.0%
Overall Average	**11.1%**	**12.6%**

Definitions and Notes

Indigenous Aboriginal Persons means those persons who are descendants of the Dene, Inuit or Métis people, indigenous to the present boundaries of the Northwest Territories and includes any Aboriginal persons resident at birth pursuant to Section 7.1 of the *Vital Statistics Act* and any Canadian Aboriginal persons who have lived more than half of their life in the Northwest Territories.

Indigenous Non-Aboriginal Persons are non-Aboriginal persons born in the Northwest Territories or who have lived more than half their life in the Northwest Territories.

Senior Management refers to those positions with a four-digit National Occupation Classification (NOC) code starting with 00. These are Deputy Minister, Assistant Deputy Minister, Director and Superintendent level positions.

Resident Women are females who are living in and have lived in the Northwest Territories for at least one year immediately prior to applying on a competition.

Non-Traditional Occupations are occupations where 70% or more of the incumbents are male and there are ten or more incumbents (male or female) in the occupation.

Resident Disabled Persons (self-declared) are persons who are living in and have lived in the Northwest Territories for at least one year immediately prior to applying on a competition and who are at a disadvantage because of a medically certified learning, mental, emotional or physical disability where the disability handicaps the person in taking advantage of employment, training and career advancement opportunities. A person without such a disability would not encounter these difficulties.

Performance management advice, guidance and tools are available for managers and supervisors to assist them in effectively managing their workforce. Performance management is an ongoing process that establishes a work environment that supports employees in performing to the best of their abilities.

Effective performance management integrates individual planning and performance with the goals of the organization and includes a number of components such as defining performance objectives, performance appraisals, recognition of performance, and identifying individual development needs.

Department of Human Resources

Directorate

The Directorate provides leadership and direction to the Department. The Directorate also provides strategic/corporate human resource advice to the Minister as well as to Deputy Ministers and Deputy Heads across the GNWT.

Strategy and Policy

The Human Resources Strategy and Policy Division is responsible for the development and review of government-wide human resource management strategies, legislation, policies, guidelines and practices. The Division provides quality assurance services to ensure that legislation, policies, guidelines and practices are consistently and fairly applied. Research, analysis and reporting is also undertaken and coordinated through this division. Along with supporting departmental information and communications activities, Policy and Communications also provides strategic planning, legislative and policy support to the Minister and Deputy Minister. Financial Services coordinates financial planning and corporate services for the department including records management services. The Human Resource Information System section provides government-wide information systems and tools as well as the Department of Human Resources specific applications.

Management & Recruitment Services

The Management and Recruitment Services Division is responsible for the provision of general front-line human resource services including strategic advice to government-wide management.

Human Resources Services provides general human resource services through two client service centres, Yellowknife and Tłı̨chǫ. Human Resource Services include recruitment, administration of job competitions, labour relations advice, job descriptions preparation, employee development and support to managers for human resource planning and employee recognition. The Allied Health Recruitment Unit provides specialized recruitment of allied health professionals in all regions. Human Resources Operations provide comprehensive advice and support to guide recruitment and retention.

Corporate Human Resources

The Corporate Human Resources Division is responsible for leading government-wide human resource management programs and undertaking the strategic management of terms and conditions of employment for public servants that promote harmonious labour/management relations, productive work environments, and fair and consistent treatment of staff. The division is responsible for leading the implementation of 20/20: A Brilliant North, the NWT Public Service Strategic Plan.

Job Evaluation and Organizational Development coordinates the evaluation of GNWT positions through implementation of the Hay Job Evaluation System, provides training on the job

evaluation system, maintains GNWT organizational charts and provides advice and support to management on organizational development. Labour Relations provides advanced labour relations advice to managers and human resource staff including collective agreement and other employment contract interpretations. The Recruitment Support Unit provides specialized recruitment programs, strategies and initiatives. Employee Development and Workforce Planning manages the development and implementation of government-wide human resource management programs particularly in the areas of retention; workforce planning; employee recognition; management and leadership development; health and wellness; diversity; and employee training and development.

Employee Services

The Employee Services Division is for providing compensation, benefits, and data management services for the public service.

The Payroll Office provides payroll services for all GNWT full-time, part-time, and casual employees, including boards and agencies such as the Health and Social Services Authorities and Divisional Boards of Education. The Payroll Office is also responsible for paying other individuals who provide services to the GNWT such as honoraria recipients, physicians, judges and MLAs. The Benefits Section delivers employee benefits services for headquarters employees. There is also a team of specialized Benefit Officers who provide counseling on extended leave and retirement processes for all GNWT employees. The Data Management Section is responsible for the entry and management of employee data for headquarters employees. A team of Data Management Specialists carries out the more complex data management transactions for all GNWT employees.

Regional Client Service Centres

The Regional Service Centres are responsible for the provisions of front-line general human resource services, as well as strategic advice and guidance in the areas of human resource planning to regional management that support the recruitment and retention of the public service. Human resource services include recruitment, labour relations advice, job description preparation, employee development, and support for human resource planning and employee recognition. In addition, the service centres offer benefit and data management services for regional employees.

The Northern Region consists of the Inuvik and Sahtu Service Centres.

The Southern Region consists of Fort Smith, Hay River, and Dehcho Service Centres.

The Human Resources Helpdesk is located in Inuvik and is the first point of contact for GNWT employees and managers who require information, advice, assistance or counseling on human resource issues.

Northwest Territories Human Resources